

Notes *

Introduction

¹ Gordon R. Sullivan, "Power Projection and the Challenges of Regionalism," *Parameters*, Summer 1993, in *The Collected Works, 1991–1995*, n.p., n.d., p. 189.

² Janet A. McDonnell, *Supporting the Troops: The U.S. Army Corps of Engineers in the Persian Gulf War* (Alexandria, Va.: Office of History, U.S. Army Corps of Engineers, 1996), pp. 33–34; see also John T. Greenwood, "Diplomacy Through Construction: The U.S. Army Corps of Engineers in Saudi Arabia," *Desert Shield/Desert Storm*, U.S. Army Corps of Engineers, Office of History Files (hereafter cited as Office of History Files).

³ For a detailed account of the Israeli air base project, see Frank N. Schubert, *Building Air Bases in the Negev: The U.S. Army Corps of Engineers in Israel, 1979–1982* (Washington, D.C.: Office of History, Corps of Engineers, and Center of Military History, 1992).

⁴ Wayne Urbine, interv by author, Kuwait City, 7 Sep 1991, p. 15.

⁵ Samuel P. Huntington, "New Contingencies, Old Roles," *Joint Forces Quarterly*, Autumn 1993, no. 2, p. 39.

Prologue

¹ Ceasar Santucci, interv by author, Kuwait City, 5 Apr 1991, p. 58.

² "State of Kuwait," pp. 5–6, *Kuwait Reconstruction: Historical Background*, Office of History Files; Michael Kramer, "Toward a New Kuwait" *Time*, 24 Dec 1990, p. 30.

³ For more on the Persian Gulf War, see Frank N. Schubert and Theresa L. Kraus, eds., *The Whirlwind War: The United States Army in Operations DESERT SHIELD and DESERT STORM* (Washington, D.C.: U.S. Army, Center of Military History, 1995); Brig. Gen. Robert H. Scales, Jr., et al., *Certain Victory: The United States Army in the Gulf War* (Washington, D.C.: Office of the Chief of Staff, U.S. Army, 1993); Michael R. Gordon and Gen. Bernard E. Trainor, *The Generals' War: The*

*All records are at the U.S. Army Corps of Engineers Office of History, unless otherwise indicated.

Inside Story of the Conflict in the Gulf (Boston: Little, Brown and Company, 1995).

⁴ Houston Townsend, interv by author, Kuwait City, 13 Sep 1991, pp. 10–13; Maj. Gen. Patrick J. Kelly, interv by author, Kuwait City, 7 Sep 1991, p. 44; Edward Slana, interv by author, Kuwait City, 13 Sep 1991, pp. 49–50.

Chapter 1. Planning Emergency Response

¹ Amb. Edward Gnehm, interv by Col. Patrick W. Carlton, 13 Mar 1992, pp. 3–5, Box 3, Papers of Col. Patrick W. Carlton: Civil Affairs in the Gulf War, National Defense University (hereafter cited as Carlton Papers); Barbara Leaf, interv by Col. Patrick W. Carlton, n.d., p. 1, Box 4, Carlton Papers.

² Leaf interv, pp. 6–7; Bader Al-Qabandi, interv by author, Kuwait City, 10 Sep 1991, pp. 2–6, 8.

³ Al-Qabandi interv, pp. 8, 11; Leaf interv, p. 6; “Kuwaitis in Washington Plan Rebuilding of Nation,” *New York Times*, 30 Dec 1990; “Kuwaitis Look Beyond Crisis to Nation’s Rebuilding,” *Washington Post*, 14 Jan 1991, p. A7.

⁴ “Gulf Reconstruction Report,” v. 1, no. 2, Kuwait Reconstruction, Gulf Reconstruction Report, Office of History Files; Dr. Ibrahim Al-Shaheen, interv by author, Kuwait City, 12 Sep 1991, pp. 1–3; Kramer, “Toward a New Kuwait,” p. 28.

⁵ Amb. Edward Gnehm, interv by author, Kuwait City, 11 Sep 1991, p. 20; “The Kuwait Task Force,” *Civil Affairs in the Gulf War: A Symposium, Proceedings*, 25–27 Oct 1991, Fort Bragg, N.C., p. 263 (hereafter cited as *Civil Affairs Symposium*); John R. Brinkerhoff, “Waging the War and Winning the Peace: Civil Affairs in the War with Iraq,” *Civil Affairs Symposium*, p. 176. See Col. Patrick W. Carlton, “The Kuwait Task Force: A Unique Solution to Kuwait’s Reconstruction Problems,” p. 6, Box 1, Carlton Papers (hereafter cited as “KTF Paper”).

⁶ Routson volunteered to help the Kuwaitis draft the letter and they accepted. He helped prepare the initial draft though some thought this was inappropriate since ASD(ISA) had sponsored the meeting. Lt. Gen. Kelly apparently was uncomfortable with Routson writing the letter. See KTF Paper, p. 8; Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (hereafter cited as ASD[SO/LIC]) Files, “Readahead for the Civil Affairs Symposium,” 25 Oct 1991, *Civil Affairs Symposium*, p. 213; Brinkerhoff, “Waging the War,” p. 177.

⁷ Memo, Amb. Saud Nasir Al-Sabah to President George Bush, 9 Oct 1990, Kuwait Reconstruction: Kuwait Request for Assistance, Office of

History Files; Col. Randall T. Elliott, interv by Col. Patrick W. Carlton, 6 Dec 1991, pp. 4–5, Box 2, Carlton Papers.

⁸Capt. Peter K. Bolton, interv by Col. Patrick W. Carlton, 8 Jan 1992, p. 12, Carlton Papers. On 15 December, Secretary James Baker formally responded to Sabah's request for assistance from the U.S. government in drawing up a civil restoration plan for Kuwait and indicated that planners from both nations were already working together. Ltr., James Baker to Sheikh Saud Nasir Al-Sabah, 15 Dec 1990, Kuwait Reconstruction: Kuwait Request for Assistance, Office of History Files.

⁹Brinkerhoff, "Waging the War," p. 177.

¹⁰Carlton, KTF Paper, p. 9; "Terms of Reference—United States Emergency and Reconstruction Assistance to the State of Kuwait" (draft), 13 Nov 1990, pp. 1–2, Kuwait Reconstruction, Office of History Files; Brinkerhoff, "Waging the War," pp. 178–79; ASD(SO/LIC), "Readahead," pp. 213–14.

¹¹ASD(SO/LIC) "Readahead," p. 214.

¹²"US–Kuwait Civil Affairs Working Group," Kuwait Reconstruction: Miscellaneous Messages, #5, Office of the Assistant Chief of Engineers (OACE) Reference Files; *ibid.*, Kuwait Reconstruction: Civil Affairs Activities, Assistant Secretary of the Army for Installations, Logistics and Environment (hereafter cited as ASA[ILE]) Files; "Interagency Organization," (attached to Brig. Gen. Montgomery memo, 21 Feb 1991), *ibid.*

¹³Brinkerhoff, "Waging the War," pp. 178–79; ASD(SO/LIC), "Readahead," p. 214; Carlton, KTF Paper, p. 10; Gnehm, interv by Carlton, p. 9; Elliott, interv by Carlton, p. 15.

¹⁴Gnehm, interv by Carlton, pp. 9, 13; Leaf interv, p. 3; Gnehm, interv by author, pp. 10, 12.

¹⁵ASD(SO/LIC), "Readahead," p. 214.

¹⁶Brinkerhoff, "Waging the War," pp. 8–11. For more on civil affairs in World War II, see Harry L. Coles and Albert K. Weinberg, *U.S. Army in World War II: Civil Affairs: Soldiers Become Governors* (Washington, D.C.: U.S. Army Center of Military History, 1992).

¹⁷ASD(SO/LIC), "Readahead," p. 214.

¹⁸Col. Arthur Walz, interv by Thomas Crouch, 3 May 1992, Center of Military History/Center for Low Intensity Conflict, no transcript; Leaf interv, pp. 3–5.

¹⁹Brinkerhoff, "Waging the War," p. 179; Carlton, "KTF Paper," pp. 10–11; Brig. Gen. Howard Mooney, interv by Thomas Crouch, 25 Mar 1992, Center of Military History/Center for Low Intensity Conflict, no transcript; Leaf interv, pp. 3–5; Anthony Auletta, interv by Col. Patrick W. Carlton, 12 Nov 1991, Box 1, Carlton Papers.

²⁰Leaf interv, pp. 3–5; James R. Locher, interv by Dr. Carnes Lord, 18 Mar 1992, p. 17, Box 4, Carlton Papers; Brinkerhoff, “Waging the War,” p. 179.

²¹Mooney, interv by Crouch; Brinkerhoff, “Waging the War,” pp. 180–81; Brig. Gen. Howard Mooney, “352d CA Command Briefing,” presented 17 Dec 1990 at HQUSACE, Kuwait Reconstruction: 352d CA Command Briefing, Office of History Files.

²²Carlton, “KTF Paper,” p. 12; Brinkerhoff, “Waging the War,” p. 179; msg, CJCS, Subj: Restoration of Kuwait, 22 Nov 1990, Kuwait Recovery, Office of History Files.

²³Lt. Col. Quesenberry, notes, n.d., Kuwait Reconstruction: Miscellaneous Messages, #5, OACE Reference Files; Brinkerhoff, “Waging the War,” p. 181; Mooney, “352d CA Command Briefing,” 17 Dec 1990, presented at HQUSACE.

²⁴Elliott, interv by Carlton, p. 15; Mooney, interv by Crouch; Auletta interv, p. 29.

²⁵Brinkerhoff, “Waging the War,” p. 182; Elliott, interv by Carlton, p. 8; Auletta interv, pp. 20, 34–36; Brig. Gen. Howard Mooney, interv by Col. Patrick W. Carlton, 4 Dec 1991, p. 20, Box 5, Carlton Papers; Carlton, “KTF Paper,” p. 17. Brig. Gen. Joseph C. Hurteau indicated that Lt. Gen. Carns was the one who said Mooney could not go on active duty. Brig. Gen. Joseph C. Hurteau, interv by Col. Patrick W. Carlton, 31 Jan 1992, p. 22, Box 2, Carlton Papers. Mooney would later be ordered onto active duty on 25 January 1991 with the rest of the 352d, but not without special pressure from the Joint Staff and the Office of the Secretary of Defense, including a call from Henry Rowen to Secretary of the Army Michael Stone. Brinkerhoff, “Waging the War,” p. 183; Mooney, interv by Crouch.

²⁶Mooney, interv by Crouch; Maj. John W. Harbell, interv by Thomas W. Crouch, 2 May 1992, CMH, pp. 13–15, 17; Col. Charles H. Sadek, interv by Thomas W. Crouch, 3 May 1992, Center of Military History/Center for Low Intensity Conflict, no transcript; Lt. Col. James Huber, interv by Thomas W. Crouch, 2 May 1992, Center of Military History/Center for Low Intensity Conflict, p. 40.

²⁷Brig. Gen. Howard Mooney, interv by Dr. Richard Stewart, 14 Jul 1991, pp. 15–16, Box 5, Carlton Papers.

²⁸Auletta interv, p. 44.

²⁹Sadek interv; Harbell interv, pp. 61–62.

³⁰Auletta interv, p. 29; Walz interv; Harbell interv, pp. 11–12; Mooney interv by Crouch; Mooney comments on draft manuscript.

³¹Mooney interv by Stewart; Brinkerhoff, “Waging the War,” p. 183; Mooney interv by Crouch.

³²Auletta interv, pp. 14, 23–24, 49–51; Carlton, “KTF Paper,” p. 12; Elliott, interv by Carlton, pp. 14–15; Arthur Walz comments, 16 Apr 1997.

³³Walz interv; “The Kuwait Task Force,” *Civil Affairs Symposium*, pp. 266–67; Huber interv, p. 36.

³⁴Brig. Gen. Howard T. Mooney, interv by author, Kuwait City, 5 Apr 1991, pp. 1–2; “The Kuwait Task Force,” p. 265.

³⁵Brinkerhoff, “Waging the War,” p. 183; Mooney, “352d Civil Affairs Command Briefing, 17 Dec 1990; “The Kuwait Task Force,” p. 263.

³⁶Carlton, “KTF Paper,” p. 17; “The Kuwait Task Force,” p. 264; Scales, *Certain Victory*, p. 334; Mooney, interv by Crouch; Harbell interv, p. 20; Mooney comments on draft manuscript.

³⁷Harbell interv, pp. 3–4, 11.

³⁸Carlton, “KTF Paper,” pp. 18–19; “Combined Civil Affairs Task Force Operations Desert Shield/Storm After Action Report,” Apr 1991, in *Civil Affairs Symposium*, p. 290 (hereafter cited as “CCATF After Action Report”); Huber interv, pp. 30, 32.

³⁹“CCATF After Action Report,” p. 291; Col. Randall Elliott, interv by Dr. Richard Stewart, 14 Jul 1991, pp. 17–19, Box 2, Carlton Papers.

⁴⁰Gnehm, interv by author, p. 16; Leaf interv, pp. 10–12; Elliott, interv by Stewart, pp. 11–12; Al-Qabandi interv, pp. 15–16.

⁴¹Memo, Will Baker to Randall Elliott, n.d., Kuwait Reconstruction: Miscellaneous Messages, #5, OACE Reference Files; Mooney, interv by Crouch.

⁴²Elliott, interv by Stewart, p. 12; Maj. Andrew Natsios, “Preventing Human Rights Abuses in Kuwait,” p. 1–2, Box 9, Carlton Papers.

⁴³Maj. Andrew Natsios, interv by Lt. Col. William McGrew, 2 May 1992, Center of Military History/Center for Low Intensity Conflict; Brinkerhoff, “Waging the War,” p. 183; Mooney, interv by Crouch.

⁴⁴Harbell interv, pp. 22–24.

⁴⁵Carlton, “KTF Paper,” pp. 15–16, 20–21; Col. Lawrence Blount, interv by Dr. Richard Stewart, 13 Jul 1991, pp. 13, 27, Box 1, Carlton Papers; Col. Lawrence Blount, interv by Col. Patrick W. Carlton, 5 Dec 1991, pp. 20–21, 27, Box 1, Carlton Papers; Mooney, interv by Crouch; Walz interv.

⁴⁶Carlton, “KTF Paper,” p. 21; Sadek interv; Blount, interv by Stewart, pp. 13–14, 39.

⁴⁷Col. James T. Kerr, interv by Col. Patrick W. Carlton, 2 Apr 1992, p. 28, Box 4, Carlton Papers; Maj. Gen. John J. Yeosock, interv by Col. Patrick W. Carlton, 18 Mar 1992, pp. 51–52, Box 7, Carlton Papers.

⁴⁸Harbell interv, pp. 25–26.

⁴⁹Carlton, "KTF Paper," p. 5; Leaf interv, pp. 6–10; Maj. Gen. Patrick J. Kelly, telephone conversation with author, 19 Sep 1997.

⁵⁰Huber interv, p. 18; Maj. Gen. James W. Ray, Lt. Col. Michael J. Fisher, and Lt. Col. Stephen Sheppard, "Emergency Recovery Assistance to Kuwait," *The Military Engineer*, v. 83. no. 52, May–Jun 1991, p. 11; Brig. Gen. Ralph V. Locurcio, "Nation Assistance in Kuwait," *Engineer*, Apr 1992, p. 2; Walz interv; Santucci interv, pp. 4–5.

⁵¹CECW–OE–P, Memorandum For Record, 1 Feb 1991, Kuwait Reconstruction, Oct 1990–Feb 1991, Lt. Col. Michael Fisher Files; Kuwait Reconstruction: Miscellaneous Messages, #5, OACE Reference Files; memo, Lt. Gen. Henry Hatch for Cdr 352d CAC, 7 Jan 1991, Kuwait Reconstruction: Maj. Gen. Ernest Edgar File, Office of History Files.

⁵²Ltr, Ibrahim Al-Shaheen to Maj. Gen. William Ray, 4 Jan 1991, Edgar File.

⁵³Transatlantic Division, "Discussion Prepared for Representatives of GOK [Government of Kuwait] on Emergency Recovery by USACE," 7 Jan 1991, Kuwait Reconstruction, Office of History Files.

⁵⁴Santucci interv, p. 56; Al-Qabandi interv, pp. 16, 18, 20.

⁵⁵Santucci interv, pp. 48–50, 52.

⁵⁶*Ibid.*, p. 57; Al-Shaheen interv, pp. 10–11.

⁵⁷Msg, DAMO-ODP-AOC to CDRUSASOC, msg 201230Z Nov 1990, Kuwait Reconstruction: 352d Civil Affairs Command, Office of History Files; memo, Lt. Gen. Hatch for Cdr 352d CAC, 7 Jan 1991; memo, Cdr 352d for Steering Committee, 8 Jan 1991, Kuwait Reconstruction: Miscellaneous Messages, #5, OACE Reference Files.

⁵⁸Paul W. Dobie, memo for file, Subj: USACE Emergency Response to Kuwait, 1 Feb 1991, Kuwait Reconstruction Chronology, Office of History; Col. Ralph Locurcio, interv by author, Kuwait City, 7 Apr 1991, pp. 2–3.

⁵⁹HQUSACE, Briefing for Hatch, 22 Jan 1991, Kuwait Reconstruction: Briefings, Office of History Files.

⁶⁰Memo, Hatch for Cdrs, Major Subordinate Commands/Districts, 22 Jan 1991, Kuwait Reconstruction: Personnel, Office of History Files.

⁶¹Col. Ralph Locurcio, interv by Ron Roffennach, n.d., Kuwait Reconstruction: Locurcio interv and letter, Office of History Files.

⁶²Memo, Col. Thomas J. Sheehy for Tony Auletta, 25 Oct 1990, Subj: Engineer Support to Civil Restoration Operations, Kuwait Reconstruction: Fisher Files; Maj. Gen. Patrick Kelly comments in HQUSACE Briefing, 11 Jan 1991; Ltr, Lt. Gen. Hatch to Lt. Gen. Dennis J Reimer, DCSOPS, 25 Jan 1991, Kuwait Reconstruction: Miscellaneous Messages, #5, OACE Reference Files; memo, G. Edward Dickey for the

Chief of Engineers, 15 Feb 1991, Kuwait Reconstruction: Background, Office of History Files.

⁶³Msg, Amb. Gnehm to Secretary of State, 121716Z Jan 1991, Kuwait Reconstruction: 352d CAC, Office of History Files; msg, Secretary of State to Amb. Gnehm, 220146Z Jan 1991, *ibid.* Meanwhile, on 14 January, the CINC requested that the Kuwait Task Force be deployed to the theater and the order followed on 17 January. Lt. Col. Dennis Barlow, "Joint Staff Civil Affairs Actions During Operations Desert Shield and Desert Storm," *Civil Affairs Symposium*, p. 217.

⁶⁴Memo, Arthur H. Hughes, Dep. Assistant Secretary of Defense for Near Eastern and South Asian Affairs, 14 Jan 1991, Kuwait Reconstruction: 352d CAC, Office of History Files.

⁶⁵"The Kuwait Task Force," pp. 267–68; Walz interv; Mooney, interv by Stewart, pp. 22–23; Ed King telephone conversation with author, 5 Feb 1997.

⁶⁶Brinkerhoff, "Waging the War," p. 268; Mooney, interv by Stewart, p. 23.

Chapter 2. Planning in Theater

¹Elliott, interv by Stewart, p. 16; Elliott, interv by Carlton, pp. 2, 17, 35; Col. Patrick W. Carlton, "The Kuwait Task Force: A Unique Solution to Kuwait's Reconstruction Problems" ("KTF Paper"), p. 22, Box 1, Carlton Papers; Brinkerhoff, "Waging the War," p. 190; Auletta interv, p. 33.

²Blount, interv by Carlton, 5 Dec 1991, p. 32.

³"CCATF After Action Report," p. 297; Kerr, interv by Carlton, pp. 27, 31.

⁴Yeosock interv, p. 26; Elliott, interv by Carlton, p. 18; Sadek interv. Some speculate that the ARCENT staff was not receptive to civil affairs because they were reservists (Maj. Les M. Caplan, interv by Lt. Col. William A. McGrew, 3 May 1992, Center of Military History/Center for Low Intensity Conflict).

⁵Leaf interv, p. 13; Gnehm, interv by Carlton, pp. 10–11; Yeosock interv, pp. 27–28.

⁶Gnehm, interv by Carlton, pp. 13–15a.

⁷Blount, interv by Carlton, p. 35; Elliott, interv by Carlton, p. 17; Brinkerhoff, "Waging the War," p. 190; Carlton, "KTF Paper," p. 23.

⁸Leaf interv, pp. 14–15.

⁹Blount, interv by Carlton, p. 19; Brinkerhoff, "Waging the War," pp. 184–85; Sadek interv; Mooney, interv by Crouch. Maj. Gen.(P) Pagonis told Col. Elliott that no trucks in Saudi Arabia were available for lease, but the Kuwaitis were part owners of a large trucking firm in Saudi

Arabia. The day after their meeting, 150 trucks were made available to the Kuwait Task Force. U.S. Army Special Operations Command (USASOC), "Army Special Operations in Operations Desert Shield/Desert Storm," p. 133, Kuwait Reconstruction, Office of History Files.

¹⁰Harbell interv, p. 59.

¹¹Ibid., pp. 34–37.

¹²"CCATF After Action Report," pp. 299–300.

¹³Col. Lawrence Blount, "Civil–Military Operations During Operations Desert Shield/Storm From a U.S. CENTCOM Perspective," *Civil Affairs Symposium*, pp. 232–33; Blount, interv by Carlton, p. 14–16; Col. James Kerr, interv by Lt. Col. John Fishel, 20 Dec 1991, pp. 3–4, 9, Box 4, Carlton Papers.

¹⁴Blount, interv by Stewart, pp. 17–18, 26; Blount, interv by Carlton, p. 28; "CCATF After Action Report," pp. 291–92.

¹⁵Blount, "Civil–Military Operations," pp. 231–32.

¹⁶Blount, interv by Carlton, pp. 26–27, 36.

¹⁷Maj. Gen. Robert S. Frix and Capt. Archie L. Davis III, "Task Force Freedom and the Restoration of Kuwait," *Military Review*, Oct 1992, p. 3; "CCATF After Action Report," pp. 284–85. Col. Kerr complained that the CENTCOM J–5 staff did not relinquish enough operational control to allow ARCENT to perform its executive agent mission effectively. The G–5 was one of the few elements on the ARCENT staff without Saudi counterparts because the J–5 preempted this relationship. Kerr dealt with the J–5 who, in turn, dealt directly with the Saudis (Kerr, interv by Carlton, p. 27; Kerr, interv by Fishel).

¹⁸Blount, interv by Stewart, p. 26; Blount, interv by Carlton, p. 28; "CCATF After Action Report," pp. 291–93.

¹⁹Ibid., p. 294.

²⁰Msg, COMUS ARCENT Main/AFRD–GE to CINCCENT J–5, 16 Jan 1991, Kuwait Reconstruction: Miscellaneous Messages, #5, OACE Reference Files.

²¹Mooney, interv by Crouch.

²²Msg, USCINCCENT to SECDEF, 171800Z Jan 1991, Kuwait Reconstruction: Corps of Engineers Activities, ASA(ILE) Files; "CCATF After Action Report," p. 294.

²³Col. Allen W. Keener, "Civil Affairs Operations in Southwest Asia," *Civil Affairs Symposium*, p. 225; Mooney, interv by Crouch.

²⁴Yeosock interv; Kerr, interv by Carlton, p. 38; Kerr, interv by Fishel, pp. 11–12. Mooney interpreted Yeosock's decision as an indication of the fear in ARCENT headquarters that no one was controlling the Kuwait Task Force. See Mooney, interv by Stewart, p. 28.

²⁵Frix and Davis, "Task Force Freedom," p. 4; Janet A. McDonnell, "Rebuilding Kuwait," *Military Review*, Jul 1993, p. 52; "CCATF After Action Report," p. 297.

²⁶"CCATF After Action Report," pp. 295–97.

²⁷*Ibid.*, pp. 297–99; Mooney, interv by author, p. 27.

²⁸HQ, 96th CA BN (Airborne), "Memo for Participants in Civil Affairs Symposium, 25–27 Oct 1991," 11 Sep 1991, *Civil Affairs Symposium*, p. 442; Mooney, interv by author, p. 27.

²⁹Mooney, interv by author, p. 30.

³⁰Maj. Gen. Robert S. Frix, interv by author, Kuwait City, 5 Apr 1991, pp. 2–3; Frix and Davis, "Task Force Freedom," p. 4.

³¹Frix, interv by author, pp. 2–4; Maj. Gen. Robert S. Frix, interv by Lt. Col. John Fishel, 8 Nov 1991, p. 3, Box 2, Carlton Papers.

³²Kerr, interv by Fishel, p. 10.

³³Blount, interv by Carlton, pp. 17–18; memo, Lt. Col. Peter J. Skells, G-3, AFRD, for Assistant Chief of Staff, 21 Feb 1991, Third U.S. Army (hereafter cited as TUSA) G-3 Files: Lucky Tac, Miscellaneous Papers and Fragos; Blount, interv by Carlton, pp. 16–17; Blount, interv by Stewart, p. 23; Brinkerhoff, "Waging the War," p. 192.

³⁴Blount, interv by Stewart, p. 20; Blount, interv by Carlton, p. 17.

³⁵Memorandum For Record, Lt. Col. Peter J. Skells to Task Force Freedom representatives, n.d., Skells, G-3 Operations memo, Box 68, Task Force Freedom Records, TUSA G-3 Tactical Operations Center Logs; Frix, interv by Fishel, p. 8.

³⁶Briefing slide, n.d., TFF Records, Box 67/68, TUSA G-3; Frix, interv by Fishel, p. 8; Frix, interv by author, pp. 2–5; McDonnell, "Rebuilding Kuwait," p. 52. The task force also included a Disaster Assistance Response Team from the Office of Foreign Disaster Assistance, part of the U.S. Agency for International Development, and a contract support team from the Intertect Corporation in Dallas, Texas.

³⁷John T. Fishel, *Liberation, Occupation and Rescue: War Termination and Desert Storm* (Fort Leavenworth, Kans: U.S. Army Command and General Staff College, 1992), p. viii.

³⁸Col. Richard M. Swain, "Lucky War' Third Army in Desert Storm," 29 Mar 1993, unedited draft, p. 465; Lt. Col. Mark B. Yates, "Coalition Warfare in Desert Storm," *Military Review*, Oct 1992, p. 50; briefing slide, n.d., TFF Records, Box 67/68, TUSA G-3.

³⁹Memo, Col. Ralph Locurcio for Col. William Miller, n.d., #25: Kuwait Recovery, Col. William Miller Files.

⁴⁰Locurcio, Memorandum For Record, 7 Feb 1991, Subj: Kuwait Update with Lt. Gen. Hatch, 6 Feb 1991, TAD Incoming Msg File, Desert

Storm, #45; Locurcio, Memorandum For Record, 10 Feb 1991 #25: Kuwait Reconstruction, Miller Files.

⁴¹Briefing slide, 7 Feb 1991, Kuwait Reconstruction: Briefing Slides, Office of History Files.

⁴²Ben Wood, Memorandum For Record, n.d., Message Reading File, Book #4, Desert Storm, South Atlantic Division, Emergency Operations Center Files; Locurcio comments to author, 23 May 1997.

⁴³Msg, Amb. Edward Gnehm to Secretary of State, 122057Z Feb 1991, Kuwait Reconstruction: Miscellaneous Messages, #3, OACE Reference Files.

⁴⁴Memo, Lt. Gen. Henry Hatch to Amb. Edward Gnehm, 14 Feb 1991, Kuwait Reconstruction: Background, Office of History Files.

⁴⁵Locurcio, interv by author, 7 Apr 1991, pp. 2–3, 14.

⁴⁶Locurcio, interv by author, 7 Apr 1991, pp. 3, 8; Wynne Fuller, interv by author, 6 Apr 1991, pp. 1, 3–7; Slana interv, p. 32. Wynne Fuller had recently spent three months in the Virgin Islands and a month and a half in Panama after Operation JUST CAUSE, providing support to SOUTHCOM.

⁴⁷Maj. Larry Jenkins, interv by author, Kuwait City, 5 Apr 1991, p. 3; memo, Col. Herndon for Directors/Office Chiefs, 5 Feb 1991, Kuwait Reconstruction: Personnel, Office of History Files.

⁴⁸Locurcio, Memorandum For Record, 7 Feb 1991, Subj: Kuwait Update with Lt. Gen. Hatch, 6 Feb 1991, TAD Incoming Msg File, Desert Storm, #45; Locurcio, interv by author, 7 Apr 1991, pp. 22–24; Col. William A. Miller, Memorandum For Record, 26 Jan 1991, Kuwait Reconstruction: Oct 1990–Feb 1991, Fisher Files. Locurcio indicated that he took his mission priorities not from the Ambassador but from the Kuwaitis because he was spending their money (Col. Ralph V. Locurcio, interv by author, Kuwait City, 8 Sep 1991, p. 2).

⁴⁹Locurcio, "Nation Assistance in Kuwait," p. 8.

⁵⁰Jenkins interv, pp. 9–11, 13; Locurcio, "The Reconstruction of Kuwait Following Desert Storm," *Site World*, World Development Council, 1992, p. 36.

⁵¹Locurcio, interv by author, 7 Apr 1991, p. 47; Jenkins interv, p. 11.

⁵²Yates, "Coalition Warfare," p. 50.

⁵³Frix, interv by Fishel, p. 5.

⁵⁴Frix, interv by Fishel, pp. 4–6; Frix and Davis, "Task Force Freedom," p. 3.

⁵⁵Carlton, "KTF Paper," p. 24; Brinkerhoff, "Waging the War," p. 193; Mooney, interv by author, pp. 3–5; "CCATF After Action Report," pp. 299–301; McDonnell, "Rebuilding Kuwait," p. 52.

⁵⁶“From Green Bay to the Persian Gulf: 431st Civil Affairs Company in Operation Desert Storm,” *Civil Affairs Symposium*, pp. 555–56; McDonnell, “Rebuilding Kuwait,” p. 52; Scales, *Certain Victory*, p. 355.

⁵⁷Mooney, interv by author, pp. 3–5; “CCATF After Action Report,” pp. 300–301.

⁵⁸Maj. James Brooks, interv by author, Dhahran, Saudi Arabia, 26 Mar 1991, pp. 65, 72–78.

⁵⁹Kuwait Emergency Response Project Executive Summary, #2, 4 Mar 1991, Kuwait Reconstruction, Office of History Files; Ltr, Col. Locurcio, n.d., Locurcio interv and letter, Kuwait Reconstruction, Office of History Files; Brooks interv, p. 83; KERO Executive Summary #9, 11 Mar 1991; James N. Parker, Jr., “Corps Journalist Recounts Trip Into Kuwait City,” *Engineer Update*, May 1991, p. 4; Jinkins interv.

Chapter 3. Emergency Response Phase: Task Force Freedom

¹“US Army Doing the Work in Kuwait,” *New York Times*, 5 Apr 1991, p. 10.

²Blount, “Civil–Military Operations,” p. 233; “CCATF After Action Report,” p. 302; Heike Hasenauer, “Corps Rebuilds Kuwait,” *Soldiers*, Aug 1991, p. 14; John J. Kosowatz, “Return trip is bittersweet,” *Engineering News–Record*, 6 May 1991, p. 42.

³Task Force Freedom Briefing, n.d., Kuwait Reconstruction: TFF Briefing, Office of History Files; Frix, interv by author, p. 7; John Whelan, ed., *Kuwait: A MEED Practical Guide* (London: Middle East Economic Digest Limited, 1985), p. 136.

⁴Memorandum For Record, AFRD-GE, 1 Mar 1991, Kuwait Reconstruction: Miscellaneous Messages, #6, OACE Reference Files; Memorandum For Record, AFRD-CE, 2 Mar 1991, Kuwait Reconstruction: Civil Affairs Activities, ASA(ILE) Files.

⁵416th ENCOM Sitrep, 5 Mar 1991: Tactical Operations Center Log (TFF 1–10 Mar 1991), TFF Records, TUSA G–3.

⁶“416th Engineer Command at Kuwait City, Task Force Freedom,” n.d., Tactical Operations Center Logs, 1–9, 10–11, 13 Apr 1991, TUSA G–3; memo, 416th ENCOM, TFF to ARCENT (F) G–3, 10 Mar 1991, Tactical Operations Center Logs, 1–11, 13 Apr 1991, TUSA G–3.

⁷416th ENCOM Sitrep, 5 Mar 1991, Tactical Operations Center Log (TFF 1–10 Mar 1991), TUSA G–3; Lt. Col. Robert H. Griffin, “Pacemakers in Southwest Asia,” *Engineer Officer Bulletin*, no. 13, Jul 1991, p. 14.

⁸Col. Anthony R. Kropp, “Engineers Build For Victory In Operation Desert Shield,” pp. 6–7, *Desert Shield/Desert Storm: 411th EN BDE*, Office of History Files; memo, 43d En Cmb Bne (Hvy) for 416th ENCOM Commander, 8 Apr 1991, *Desert Shield/Desert Storm: USAES*

Materials, Office of History Files; 416th ENCOM Sitrep 4 Mar 1991, Tactical Operations Center Log (1–10 Mar 1991), TUSA G–3; Brooks interv, pp. 89–90; 416th ENCOM Sitrep, 13 Mar 1991, Tactical Operations Center Log (TFF 11–17 Mar 1991), TUSA G–3; memo, 416th ENCOM, TFF, to ARCENT (F) G–3, 10 Mar 1991, Tactical Operations Center Log (TFF 1–11, 13 Apr 1991), TUSA G–3.

⁹44th Signal Battalion Sitrep, 4 Mar 1990, Tactical Operations Center Logs (TFF 1–10 Mar 1991), TUSA G–3.

¹⁰720th MP BN Sitrep, n.d., Tactical Operations Center Log, TUSA G–3.

¹¹1st EOD Group (F) Sitrep, 6 Mar 1991, Tactical Operations Center Log (TFF 1–10 Mar 1991), TUSA G–3; 1st EOD Group (F) Sitrep, 10 Mar 1991, *ibid.* (TFF 11–17 Mar 1991); *ibid.*, 13 Mar 1991; *ibid.*, 21 Mar 1991 (TFF 18–24 Mar 1991).

¹²Capt. Bonnie F. Wilson, “Forward–Area Support in Desert Storm,” *Army Logistician*, Sep–Oct 1992, pp. 2–4; “CCATF After Action Report,” p. 301; 22d SUPCOM Sitrep #2, 6 Mar 1991, Tactical Operations Center Log (TFF 1–10 Mar 1991), TUSA G–3; 22d SUPCOM Sitrep #3, 7 Mar 1991, *ibid.*; Frix and Davis “Task Force Freedom,” p. 6; Mooney, interv by Stewart, p. 34.

¹³Memo, Lt. Col. Donald J. Bruss, Subj: Significant Activities, ARCENT Medical Command (Forward), 10 Mar 1991, Tactical Operations Center Log (TFF 1–10 Mar 1991), TUSA G–3.

¹⁴Scales, *Certain Victory*, p. 337.

¹⁵Mooney, interv by Stewart, p. 35; “From Green Bay to the Persian Gulf: 431st CA Company in Operation Desert Storm,” *Civil Affairs Symposium*, p. 528, 558; memo, Lt. Col. James A. Christopherson, 432d CA Co, for CG 352d, Subj: After Action Report, 7 Apr 1991, *ibid.*, p. 531; memo, HQ, 96th CA BN (Airborne), for Participants in CA Symposium, 25–27 Oct 1991, 11 Sep 1991, *ibid.*, p. 443.

¹⁶“The Kuwait Task Force,” *Civil Affairs Symposium*, p. 270; Huber interv, p. 63; “CCATF After Action Report,” p. 309; Elliott, interv by Stewart, pp. 3–5; Walz comments, 16 Apr 1997; Ed King telephone conversation with author, 5 Feb 1997.

¹⁷Gnehm, interv by Carlton, pp. 17–18; Harbell interv, p. 64; 352d CA Command Sitrep, 052000 Mar 1991, Tactical Operations Center Log (TFF 1–10 Mar 1991), TUSA G–3.

¹⁸352d CA Command Sitrep 062000 Mar 1991, *ibid.*; “CCATF After Action Report,” p. 303.

¹⁹Mooney, interv by author, pp. 6–10; Lt. Col. Noel W. Kohl, 416th ENCOM, “Engineer DAST After Action Report” (draft), 9 Mar 1991, Tactical Operations Center Logs, 1–9 Apr., 10, 11, 13 Apr 1991, TUSA

G-3; memo, Lt. Col. Noel W. Kohl for Maj. Gen. Mulcahy, "DAST After Action Report," 13 Mar 1991, Defense Reconstruction Assistance Office (DRAO) Files: Reading File I; Elliott, interv by Stewart, p. 6; USASOC, "Army Special Operations," p. 135.

²⁰Al-Qabandi interv, pp. 45, 50, 51; Locurcio, interv by author, 7 Apr 1991, p. 41; 352d CA Sitrep 201803Z Mar 1991, Tactical Operations Center Log (TFF 18-24 Mar 1991), TUSA G-3.

²¹"CCATF After Action Report," p. 309; DRAO Completion Report, p. 14-17; Brooks interv, pp. 89-91; Kohl, "Engineer DAST After Action Report" (draft), 9 Mar 1991; memo, Kohl for Maj. Gen. Mulcahy, 13 Mar 1991; Mooney, interv by author, pp. 21-22; Frix and Davis, "Task Force Freedom," p. 6.

²²DRAO Completion Report, pp. 18-20; Frix and Davis, "Task Force Freedom," p. 8; Mooney, interv by Crouch, 25 Mar 1992.

²³"CCATF After Action Report," p. 309; memo, AFRD-GE for Col. Kerr, 3 Mar 1991, Kuwait Reconstruction: Miscellaneous Messages, #6, OACE Reference Files.

²⁴352d Sitrep #32, 2 Apr 1991, Tactical Operations Center Log (TFF 1-9 Apr 1991), TUSA G-3.

²⁵DRAO Completion Report, pp. 21, 24; KERO, Fact Sheet, 7 Jun 1991, Kuwait Reconstruction: Ports, DRAO Files; Kohl, "Engineer DAST After Action Report" (draft), 9 Mar 1991; memo, Kohl for Maj. Gen. Mulcahy, 13 Mar 1991.

²⁶DRAO Completion Report, p. 22.

²⁷"CCATF After Action Report," pp. 310-11; 352d CA Command Sitrep #24, 25 Mar 1991, Tactical Operations Center Log (TFF 25-31 Mar 1991), TUSA G-3.

²⁸"Putting Kuwait Back on its Feet," *Chicago Tribune*, 8 Apr 1991.

²⁹Frix and Davis, "Task Force Freedom," pp. 6-8; "Putting Kuwait Back on its Feet," *Chicago Tribune*; "CCATF After Action Report," p. 311.

³⁰Ibid., p. 312; 352d CA Command Sitrep 122000 Mar 1991; Frix and Davis, "Task Force Freedom," p. 8.

³¹Mooney, interv by author, pp. 16-18; Craig Forman and Tony Horwitz, "Desert Mirage?" *Wall Street Journal*, 8 Jul 1991.

³²Memo, AFRD-GE for Col. Kerr, 3 Mar 1991, Kuwait Reconstruction: Miscellaneous Messages, #6, OACE Reference File; Frix and Davis, "Task Force Freedom," p. 8; Kohl, "Engineer DAST After Action Report" (draft), 9 Mar 1991; memo, Kohl for Maj. Gen. Mulcahy, 13 Mar 1991; Walz interv. Mooney favored using the food and water distribution points that the Kuwaitis were accustomed to because communication was poor and it would be difficult to notify them of new locations. Mooney, interv by Stewart, p. 36.

³³352d CA Command Sitrep #14, 15 Mar 1991; "CCATF After Action Report," pp. 304–05; Harbell interv, pp. 39–40; Elliott, interv by Stewart, p. 16.

³⁴352d CA Command Sitrep 092000 Mar 1991; *ibid.*, 122000 Mar 1991, Tactical Operations Center Log (TFF 11–17 Mar 1991), TUSA G–3; 352d CA Command Sitrep 192000 Mar 1991, (TFF 18–24 Mar 1991), TUSA G–3; 352d Sitrep #24, #32, 2 Apr 1991, and #41, 10 Apr 1991, TUSA G–3.

³⁵Natsios, "Preventing Human Rights Abuses," pp. 1–2.

³⁶*Ibid.*, pp. 2–7; Elliott, interv by Stewart, pp. 14–15.

³⁷Memo, ARCENT MEDCOM (F), Subj: Significant Activities, 10 Mar 1991, Tactical Operations Center Log (TFF 1–10 Mar 1991), TUSA G–3.

³⁸Harbell interv, p. 69; Scales, *Certain Victory*, p. 336.

³⁹"CCATF After Action Report," pp. 313–14; "Putting Kuwait Back on its Feet," *Chicago Tribune*; "From Green Bay to the Persian Gulf: The 432d Civil Affairs Company in Operation Desert Storm," *Civil Affairs Symposium*, p. 559.

⁴⁰Memo, ARCENT MEDCOM (F), 10 Mar 1991; Mooney, interv by author, pp. 30–31; "CCATF After Action Report," p. 303.

⁴¹Mooney, interv by Stewart, pp. 32–33; Maj. Gen. Robert S. Frix, interv by Col. Patrick W. Carlton, 6 Apr 1992, p. 15; Mooney, interv by author, p. 32; Huber interv, pp. 70–71; Mooney, interv by Crouch.

⁴²Frix and Davis, "Task Force Freedom," p. 10; Frix, interv by Fishel, p. 6; Gnehm, interv by author, pp. 13, 16; memo, Maj. Gen. Glynn C. Mallory, Jr., 12 Mar 1991, Tactical Operations Center Log (TFF 11–17 Mar 1991), TUSA G–3; Blount, interv by Carlton, pp. 32–33.

⁴³Blount, interv by Carlton, p. 33–34; Blount, interv by Stewart, pp. 27–28.

⁴⁴Leaf interv, pp. 20–21.

⁴⁵Frix, interv by Fishel, p. 15.

⁴⁶Elliott, interv by Stewart p. 7.

⁴⁷Mooney, interv by Stewart, pp. 40–42; Frix, interv by Fishel, p. 15.

⁴⁸ARCENT Briefing for CINC, faxed from ARCENT (Main) G–3 on 11 Mar 1991, Tactical Operations Center Log (TFF 11–17 Mar 1991), TUSA G–3.

⁴⁹"Draft Itinerary for Sec Army visit to Kuwait City/Camp Freedom on 15 Mar 1991," Tactical Operations Center Log (TFF 1–10 Mar 1991), TUSA G–3; Maj. Gen. Glynn C. Mallory, Jr., 12 Mar 1991 (TFF 11–17 Mar 1991), TUSA G–3.

⁵⁰Msg, COMUS ARCENT Main/G–3 to Cdr TFF/G–3, 26 Mar 1991, *ibid.* (TFF 25–31 Mar 1991); 416th ENCOM Sitrep, 24 Mar 1991, *ibid.*;

memo, HQ 96th CA BN, for participants..., *Civil Affairs Symposium*, p. 443; Brinkerhoff, "Waging the War," p. 193.

⁵¹Scales, *Certain Victory*, p. 337; Brinkerhoff, "Waging the War," p. 193. On 15 April ARCENT (Forward) headquarters moved from Kuwait City back to Riyadh and Mooney temporarily assumed command of Task Force Freedom.

⁵²Msg, Cdr Task Force Freedom to ARCENT G2/3/5, 10 May 1991, Subj: TFF Freedom Sitrep, 1 May 1991, Operations-TFF Sitrep (close-out): DRAO Files; 352d CA Command Sitrep 211803Z Mar 1991, Tactical Operations Center Log (TFF 18–24 Mar 1991), TUSA G–3; 352d CA Command Sitrep 222003Z Mar 1991, *ibid.*; 352d CA Command Sitrep 232003Z Mar 1991, *ibid.*; memo, CINCCENT to CJCS, 111200Z Apr 1991, *ibid.* (TFF 1–13 Apr 1991); TFF Briefing, n.d., Kuwait Reconstruction: TFF Briefing, Office of History Files.

⁵³Msg, Cdr Task Force Freedom to ARCENT G2/3/5, 10 May 1991, Subj: TFF Freedom Sitrep, 1 May 1991, Operations-TFF Sitrep (closeout), DRAO Files; msg, Cdr Task Force Freedom to ARCENT G2/3/5, 30 Apr 1991, Subj: Task Force Freedom Sitrep, 30 Apr 1991, *ibid.*

⁵⁴"Political Infighting Paralyzes Kuwait," *Chicago Tribune*, 22 Apr 1991, p. 4; Hasenauer, "Corps Rebuilds Kuwait," p. 15; *Baltimore Sun*, 19 May 1991.

⁵⁵Frix, interv by Fishel, pp. 8–9.

⁵⁶Mooney, interv by Crouch.

⁵⁷Memo, Cheney to Mooney, 4 Aug 1991, Kuwait Reconstruction: General, ASA(ILE) Files.

⁵⁸Mooney, interv by Stewart, p. 44.

⁵⁹Mooney, interv by author, p. 34; Mooney, interv by Stewart, p. 44; Frix, interv by Carlton, p. 17.

⁶⁰Mooney, interv by author, p. 25.

⁶¹"CCATF After Action Report," p. 315.

⁶²Mooney, interv by Stewart, p. 44; "Putting Kuwait Back on its Feet," *Chicago Tribune*.

⁶³DRAO Completion Report, p. 14; Frix and Davis, "Task Force Freedom," pp. 8, 10; Elliott, interv by Stewart, p. 8.

Chapter 4. Emergency Response Phase: Kuwait Emergency Recovery Office Activities

¹Locurcio, interv by author, 7 April 1991, pp. 15–21; Fuller interv, 6 Apr 1991, p. 21.

²Memorandum For Record, Dr. Ibrahim Al-Shaheen/Locurcio, n.d., FMS MOD: DRAO Files; Locurcio, interv by author, 7 Apr 1991, pp.

49–50; Brooks interv, pp. 93, 95; Jinkins interv, pp. 32, 34–35; Locurcio comments on draft manuscript.

³Col. Ralph V. Locurcio and Maj. Charles R. Maggio, “The Corps in Kuwait,” *Engineer Officer Bulletin*, Jul 1991, no. 13, p. 16; Fuller interv, pp. 38–39; Hasenauer, “Corps Rebuilds Kuwait,” p. 16; Judy Schriener, “Kuwaitis rethinking management plans,” *Engineering News-Record*, Jul 1/8, 1991, p. 28.

⁴Locurcio, interv by author, 8 Sep 1991, p. 29; Locurcio and Maggio, “The Corps in Kuwait,” p.16; Locurcio, interv by author, 7 April 1991, pp. 5–7.

⁵Al-Qabandi interv, pp. 21–22; Locurcio, interv by author, 7 April 1991, p. 9.

⁶Graves, “Water Resources Policy and Issues,” pp. 7–8; Locurcio, interv by author, 8 Sep 1991, pp. 34–41; Locurcio, HQUSACE Briefing, 16 Aug 1991, Kuwait Reconstruction, Office of History Files; Slana interv, p. 36; Locurcio, “Nation Assistance in Kuwait,” pp. 4–5. Resident offices sometimes shared contractors. In one instance, three resident engineers managed a single contract with Brown and Root. This situation caused confusion and some difficulty in managing funds.

⁷Transatlantic Division briefing slide, 6 Apr 1991.

⁸Locurcio and Maggio, “The Corps in Kuwait,” p. 16; Fuller interv, pp. 18–19; Locurcio, interv by author, 8 Sep 1991, pp. 10–12, 23–25; Al-Qabandi interv, pp. 23, 57.

⁹Joan F. Kibler, “Kuwait parliament building complete,” *Transatlantic News*, v.7, no. 6, Aug–Sep, 1992, pp.3–7.

¹⁰Memorandum For Record, 12 Feb 1991, Message Reading File, Book #4, Desert Storm, South Atlantic Division, Emergency Operations Center Files; Locurcio, “Nation Assistance in Kuwait,” pp. 4–5; Locurcio, interv by author, 8 Sep 1991, pp. 69; 72. Urbine interv, pp. 13, 38.

¹¹Hasenauer, “Corps Rebuilds Kuwait,” pp. 15–16.

¹²Memo, Lt. Gen. Henry Hatch for ASA(ILE), 27 Feb 1991, Kuwait Reconstruction: Command and Control, Office of History Files; Locurcio comments, Washington, D.C., 23 May 1997.

¹³Locurcio, interv by author, 7 April 1991, pp. 25–28.

¹⁴Fuller interv, pp. 23–25.

¹⁵Slana interv, p. 33; Urbine interv, p. 2; Locurcio, interv by author, 8 Sep 1991, pp. 3–4.

¹⁶Locurcio, interv by author, 8 Sep 1991, pp. 31–32; Fuller interv, pp.25–29.

¹⁷*Los Angeles Times*, 28 Feb 1991; “U.S. Firms First in Line to do the Job,” *USA Today*, 14 Feb 1991; *Washington Post*, 22 Feb 1991; “U.S. Corporations Win Kuwait Rebuilding Jobs,” *New York Times*, 28 Feb

1991. The Governor of Kuwait's Central Bank, Sheikh Salem Al-Sabah, predicted the cost of rebuilding could climb to \$500 billion.

¹⁸Memo, Rep. Helen Delich Bentley to Sec. Michael P. W. Stone, 22 Jan 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; memo, ASA(ILE) to Bentley, 7 Mar 1991, *ibid*.

¹⁹Executive Summary, Col. Michael Fellows, n.d., OACE Book, "Kuwait Activities, 25 February—present"; "Contracts Awarded for Kuwait Cleanup," *Washington Post*, 5 Mar 1991.

²⁰Memo, Frederick W. Volcansek, 18 Mar 1991, Kuwait Reconstruction: Contractors, Office of History Files.

²¹Memo, Maj. Gen. James W. Ray for Amb. Edward W. Gnehm, 18 Feb 1991, Kuwait Reconstruction: COE Activities, ASA(ILE) Files; memo, Director General of Kuwait Public Works, 21 Feb 1991, Kuwait Reconstruction (not on letterhead), Office of History Files; Locurcio, interv by author, 8 Sep 1991, p. 9; Memorandum For Record, Locurcio, 25 Feb 1991, Kuwait Reconstruction: Contracting, Office of History Files.

²²Memorandum For Record, Dr. Shaheen/Locurcio, n.d., FMS MOD: DRAO Files.

²³DFARS, Subpart 236.273; memo, Cecil Hutchinson to Col. William Miller, 22 Jul 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; copy of *Commerce Business Daily* notice in Kuwait Reconstruction: Phase I FMS Case KU-B-HAQ, John Jones Files.

²⁴At their 16 February meeting, Locurcio had informed Shaheen that the Corps intended to use full and open competition to award construction contracts, but if the tactical situation moved faster than anticipated, it would use letter contracts and an accelerated contracting procedure. Locurcio and Shaheen agreed that the overriding goal was to have construction contractors ready to meet the needs of the Kuwaiti population as soon as the transition to Kuwaiti government control occurred. Memorandum For Record, Dr. Ibrahim Al-Shaheen/Locurcio, n.d., FMS MOD: DRAO Files; memo, Volcansek for Trade Development Deputy Assistant Secretaries, 25 Mar 1991, Kuwait Reconstruction: Contractors, Office of History Files; Memorandum For Record, Edward M. Slana, 2 Apr 1991, Kuwait Reconstruction, Office of History Files; Slana interv, pp. 8–10; Memorandum For Record, Ben Wood, n.d., Message Reading File, Book #4, Desert Storm, South Atlantic Division, Emergency Operations Center Files; Locurcio, interv by author, 8 Sep 1991, pp. 45–47. The British Department of Trade and Industry complained that 72 hours was not enough time, but the fax machines in Dhahran were jammed with prequalification applications. "U.S., UK Vie Over Rebuilding Postwar Kuwait," *Wall Street Journal*, 21 Feb 1991.

²⁵DRAO Completion Report, 20 Nov 1991, p. 9.

²⁶Memorandum For Record, Slana, 2 Apr 1991; Slana interv, pp. 14–17.

²⁷Slana interv, pp. 10–13.

²⁸Memo, Volcansek for Trade Development Deputy Assistant Secretaries, 25 Mar 1991, Kuwait Reconstruction: Contractors, Office of History Files.

²⁹Locurcio, interv by author, 8 Sep 1991, pp. 47–48.

³⁰Locurcio, interv by Ruffennach, p. 2; Kesh Vadlamani, interv by author, Kuwait City, 8 Apr 1991, p. 5.

³¹Locurcio and Maggio, “The Corps in Kuwait,” p. 16.

³²DRAO Completion Report, p. 18; Locurcio, “The Reconstruction of Kuwait,” p. 37; McDonnell, “Rebuilding Kuwait,” p. 54; Vadlamani interv, pp. 7, 13.

³³Vadlamani interv, pp. 8–9, 19–21. Author notes from damage survey tour with Maj. Gen. Kelly, 4 Apr 1991. Locurcio comments on manuscript; John J. Kosowatz, “Brits brought first power,” *Engineering News-Record*, 6 May 1991, p. 43.

³⁴Brooks interv, pp. 91–92.

³⁵DRAO Completion Report, pp. 22–23; Maj. Robert Underwood, interv by author, Kuwait City, 11 Sep 1991, pp. 2–3, 15.

³⁶DRAO Completion Report, pp. 23–24.

³⁷Mary Weber, interv by author, Kuwait City, 7 Apr 1991, pp. 3, 9, 12–19.

³⁸DRAO Completion Report, pp. 20–21; TAD Fact Sheet, 6 May 1991, Subj: Water, in Transatlantic Division Briefing, 7 May 1991.

³⁹Weber interv, pp. 4, 7–8.

⁴⁰Memo, Shaheen to Locurcio, Kuwait Reconstruction: Contracting, Office of History Files; DRAO Completion Report, p. 21.

⁴¹Weber interv, pp. 14–17; Schriener, “Kuwaitis rethinking management plans,” pp. 28–29.

⁴²Santucci interv, p. 61; TAD “Kuwait Briefing,” Jul 1991, Fisher Files; Bob Drogin, “Amid Deprivation, Emir’s Palace is Gleaming Again,” *Los Angeles Times*, 19 Mar 1991, pp. A1, A11; Ltr, Lt. Col. Michael J. Fisher to Rep. Tom Andrews, 10 Jul 1991, General, Fisher Files; *Kuwait: A MEED Practical Guide*, p. 136.

⁴³Robert P. Grathwol and Donita M. Moorhus, “History of the U.S. Army Corps of Engineers Europe Division and its Predecessors,” Office of History Files.

⁴⁴TAD Fact Sheet: Subj: Public Buildings, Transatlantic Division Briefing, 7 May 1991.

⁴⁵TAD Fact Sheet, Subj: Defense/National Guard Facilities, 6 May 1991, Transatlantic Division Briefing, 7 May 1991.

⁴⁶Memorandum For Record, David Greenwood, 11 Mar 1991, Kuwait Reconstruction: Contracting, Office of History Files; memo, Julius Bounds for TAD Contracting, 5 Mar 1991, *ibid.* Locurcio's staff worked with Kuwaiti officials to smooth the way for contractors, to include writing letters of introduction. See Townsend interv, p. 24; Locurcio and Maggio, "Corps in Kuwait," p. 16.

⁴⁷Paul Tarricone, "The Incredible Shrinking Rehab," *Civil Engineering*, Sep 1991, p. 44.

⁴⁸Slana, Memorandum For Record, 2 Apr 1991.

⁴⁹"Kuwait Not Yet Open for Business," *New York Times*, 22 Mar 1991, p. D1; Schriener, "Kuwaitis rethinking management plans," pp. 26–30.

⁵⁰TAD Brief to Dept of Commerce, n.d., Kuwait Reconstruction: Contracting, Fisher Files; "Examples of U.S. Army Corps Role in Reconstruction," Mar 1991, Kuwait Reconstruction: Contracting, Office of History Files.

⁵¹Memo, Lt. Gen. Henry Hatch for ASA(ILE), 25 Feb 1991, Kuwait Reconstruction: Miscellaneous Messages, #5, OACE Reference Files. The 19 February memorandum of understanding served as an "umbrella" agreement under which individual U.S. government agencies could provide services or commodities to the Kuwaiti government on a reimbursable basis through a single exchange of letters with Kuwaiti government ministries and agencies.

⁵²Memo, Hatch for ASA(ILE), 8 Mar 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files.

⁵³Locurcio, interv by author, 7 Apr 1991, pp. 35–37; Kelly, interv by author, 7 Sep 1991, pp. 22–23.

⁵⁴Kelly, interv by author, 7 Sep 1991, pp. 24–25. Army lawyers anticipated problems with the provision that contracts let by the Kuwaitis were to be governed by Kuwaiti law. U.S. officials could not be expected to know the requirements of Kuwaiti law. The letter of exchange committed the U.S. to supporting Kuwait in regard to contracts for Kuwait reconstruction, they observed. This might apply even in regard to contracts the Kuwaitis made on their own initiative. U.S. authorities were then supporting contracts governed under Kuwaiti law. Kuwaiti laws might have provisions that were unacceptable to U.S. interests such as a law prohibiting contracts with Israelis. Talking Paper, Col. Burger, DAJA-IA, 11 Apr 1991, Kuwait Reconstruction: Miscellaneous Messages, #7, OACE Reference Files; KERO Executive Summary #32, 4 Apr 1991; *ibid.*, #33, 5 Apr 1991; Locurcio, interv by author, 8 Sep 1991, pp. 11–12.

⁵⁵"Kuwaitis rethinking management plans," p. 28.

Chapter 5. Recovery Phase: The Defense Reconstruction Assistance Office and Kuwait Emergency Recovery Office

¹ Kelly, interv by author, 7 Sep 1991, pp. 4–5; Charles Hess, interv by author, Kuwait City, 9 Sep 1991, pp. 9, 20, 26; Alexander interv, pp. 43–44; James DeWire, interv by author, Washington, D.C., 16 Jun 1992, p. 39; Livingstone interv, p. 28.

² Memo, Col. James R. Carlson, for ASA(ILE), 10 May 1991, Subj: Information Memo # 26, Operations/DAMO–ODP: DRAO Files; memo, Secretary Richard Cheney to the Secretary of the Army and the Chairman of the Joint Chiefs of Staff, 15 Apr 1991, Kuwait Reconstruction: Command and Control, Office of History Files; DRAO Sitrep #1, 3 May 1991; Locurcio, interv by author, 8 Sep 1991, pp. 14–17; DRAO Biweekly Report, 15 May 1991, Kuwait Reconstruction: DRAO Biweekly Reports. As a result of the Secretary of Defense's visit, DRAO was tasked to serve as liaison to the Kuwaiti government and assisted ARCENT/22d Support Command in housing U.S. soldiers who remained in Kuwait temporarily. DRAO Biweekly Report, 15 May 1991.

³ Kelly, interv by author, 7 Apr 1991, pp. 9, 11, 21, 63; Kelly, interv by Coffey, pp. 21–22.

⁴ Memo, Secretary Stone for SECDEFREP, 28 May 1991, Subj: Instructions to the SECDEFREP, Operations (Fax Traffic, Apr–May): DRAO Files. Kelly found the original draft Letter of Instruction to be too restrictive and burdensome, so military officials modified it. Kelly, interv by author, 7 Sep 1991, pp. 25–26; Alexander interv, p. 20.

⁵ Kelly, interv by author, 7 Apr 1991, p. 15; Livingstone interv, pp. 10, 13, 27.

⁶ Kelly, interv by author, 7 Sep 1991, pp. 14–15.

⁷ Memo, Lt. Col. Alexander for Livingstone, 8 May 1991, Kuwait Reconstruction: Corps of Engineers Activities, ASA(ILE) Files.

⁸ Memo, Kelly for ASA(ILE), 29 May 1991, Kuwait Reconstruction: Command and Control, Office of History Files.

⁹ Kelly, interv by author, 7 Sep 1991, pp. 10–11; Kelly, interv by Coffey, pp. 22, 26.

¹⁰ Locurcio, interv by author, 8 Sep 1991, p. 18; Urbine interv, p. 29.

¹¹ Schubert, *Building Air Bases in the Negev*, pp. 197–98.

¹² DRAO Completion Report, p. 12; Locurcio, interv by author, 8 Sep 1991, p. 67; Russell Plaisance, interv by author, Kuwait City, 11 Sep 1991, pp. 27–28.

¹³ Bronel Jerrell, Memorandum For Record, 11 Mar 1991, Resource Management Files, Desert Shield/Desert Storm: Restoration of Kuwait; Plaisance interv, pp. 1–2, 23–24; memo, Douglas A. Brooks for

ASA(ILE), 22 Mar 1991, Kuwait Reconstruction: Miscellaneous Messages, #6, OACE Reference Files; DRAO Completion Report, pp. 12–13.

¹⁴Note, Kelly to Lt. Gen. Henry J. Hatch, 6 Sep 1991, Budget and Funding, Fisher Files; “Kuwait Emergency Fund Control Systems Users Manual,” p. 3, Fisher Files; Kelly, interv by author, 7 Sep 1991, pp. 77–78; memo, Thomas L. Brockman, Jr., for the Chief of Engineers, n.d., Kuwait Reconstruction: Miscellaneous, Jones Files.

¹⁵Memo, Thomas A. Grant, Director, Acquisition and Force Management Audits, Army Audit Agency, for SECDEFREP, 6 May 1991, Kuwait Reconstruction: Audits, ASA(ILE) Files; memo, Grant for SECDEFREP, 23 Apr 1991, Major Dunford Book, #36: DRAO Files.

¹⁶Memo, Plaisance to Mohammed Farhatullah, 22 Apr 1991, Kuwait Reconstruction: Memorandum of Understanding, ASA(ILE) Files; memo, Plaisance to Dr. Abdulahadi Al-Awadi, 23 Apr 1991, Kuwait Reconstruction: Funding, ASA(ILE) Files; Plaisance interv, p. 3; DRAO Completion Report, p. 12.

¹⁷Plaisance interv, pp. 5–6; Urbine interv, p. 6.

¹⁸Locurcio, interv by Ruffennach, pp. 3–4; Locurcio, Memorandum For Record, Subj: Budget Review and Analysis with Dr. Shaheen on 11 Apr 1991, Col. Gatlin Book: DRAO Files; Urbine interv, pp. 7–8. Throughout March KERO complained of a shortage of funds and warned of the negative impact this shortage would have on the mission. See KERO Executive Summary #27, 29 Mar 1991; *ibid.*, #28, 31 Mar 1991.

¹⁹SAFM–FOI, Information Paper, 17 May 1991, Kuwait Reconstruction: Funding, ASA(ILE) Files; Kelly, interv by author, 7 Sep 1991, pp. 49–52; Locurcio, Memorandum For Record, 3 May 1991, Subj: Weekly Meeting with Dr. Shaheen, 3 May 1991, Gatlin Book: DRAO Files; DRAO Biweekly Report, 15 May 1991; *ibid.*, 1 Jun 1991.

²⁰Kelly, interv by author, 7 Sep 1991, pp. 53–57; Locurcio, Memorandum For Record, 30 May 1991, Subj: transition meeting with Dr. Shaheen and Mr. Qatami, Gatlin Book: DRAO Files; DRAO Biweekly Report, 7 Jul 1991.

²¹Locurcio, “The Reconstruction of Kuwait,” pp. 36–37; Plaisance interv, pp. 7–12; Kelly, interv by author, 7 Sep 1991, pp. 58–62; DRAO Biweekly Report, 18 Jun 1991; *ibid.*, 17 Jul 1991; *ibid.*, 1 Aug 1991. The date for beginning Kuwait’s new fiscal year subsequently slipped from 1 July to 1 October. The State Department and the Defense Department signed a memorandum of understanding on 29 March 1991 that prohibited the DOD representative from accepting any work from the Kuwaiti government unless the U.S. Ambassador concurred. Deputy Secretary of Defense Donald J. Atwood not only signed the agreement but told the

Acting Secretary of Defense that Ambassador Gnehm and Kelly had already established an "excellent" working relationship. "Memorandum of Understanding Between Departments of State and Defense Regarding Activities of the U.S. Army Corps of Engineers in Kuwait," 29 Mar 1991, Kuwait Reconstruction: Policy, Directives, Guidance, ASA(ILE) Files; memo, D.J. Atwood for Acting Secretary of State, 30 Mar 1991, *ibid*.

²²DeWire interv, pp. 15–16.

²³Memo, Maj. Gen. James W. Ray to ASA(ILE), 30 Apr 1991, Kuwait Reconstruction: Contracting, Office of History Files; Kelly, interv by author, 7 Sep 1991, pp. 47–48; DRAO, *Completion Report*, p. 10. The contract with American Dredging had been closed out.

²⁴Memo, L.H. McElroy for commander DRAO/KERO, 8 Jul 1991, Contracting: DRAO Files; Livingstone interv, pp. 24–26; DeWire interv, pp. 17, 19.

²⁵Kelly, interv by author, 7 Sep 1991, pp. 67–68; DRAO *Completion Report*.

²⁶"Small U.S. Firms Frozen Out of Kuwait Rebuild Effort," *Wall Street Journal*, 8 Mar 1991, p. B2.

²⁷DeWire interv, pp. 26–27, 31–32; Livingstone interv, p. 30.

²⁸U.S. Congress, House of Representatives, "Operation Desert Shield/Desert Storm Supplemental Appropriations Bill, 1991," 5 Mar 1991, To accompany H.R. 1282, 102d Cong., 1st sess., Report 102–10, p. 7.

²⁹U.S. Congress, House of Representatives, Committee on Small Business, Subcommittee on Exports, Tax Policy, and Special Problems, Hearing, "The Role of U.S. Small Business in Rebuilding Kuwait," 102 Cong., 1st sess., 11 Mar 1991, pp. 11–12; U.S. Congress, Senate, Committee on Small Business, Hearing, "Small Business Opportunities in the Postwar Reconstruction of Kuwait," 102 Cong., 1st sess., 12 Mar 1991, pp. 10–11.

³⁰Ltr, Rep. Mervyn Dymally to Secretary M. P. W. Stone, 28 Feb 1991, Kuwait Reconstruction: Miscellaneous Messages, #6, OACE Reference Files; Rep. Charles B. Rangel to Secretary Richard Cheney, 15 Mar 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; Kelly, interv by author, 7 Sep 1991, p. 42.

³¹*Congressional Record*, Section 606, 21 Mar 1991, p. H1981; memo, Hatch for ASA(ILE), 17 Apr 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files.

³²Memo, George E Dausman for the Chief of Engineers, 22 Mar 1991, Kuwait Reconstruction: SADB, Fisher Files.

³³Memo, Secretary M. P. W. Stone for the Secretary of Defense, 18 Apr 1991, Kuwait Reconstruction: Contracting ASA(ILE) Files.

³⁴Memo, Maj. Gen. James W. Ray to ASA(ILE), 30 Apr 1991, Kuwait Reconstruction: Contracting, Office of History Files.

³⁵Slana interv, pp. 27–28; Townsend interv, p. 6.

³⁶Memo, William K. Takakoshi for Secretary Shannon, 8 May 1991, Kuwait Reconstruction: Contractors, Office of History Files.

³⁷In a handwritten note, Livingstone suggested a targeted outreach strategy to alert small and small disadvantaged businesses to opportunities and how to pursue them. Memo, Livingstone for Director of the Office of SADB, 22 May 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; memo, Livingstone for SECDEFREP, 17 May 1991, Kuwait Reconstruction: Contracting ASA(ILE) Files.

³⁸Memo, Michael A. Rea for Chief, Office of Counsel, TAD, 7 Mar 1991, Kuwait Reconstruction: Contracting–SADB, Office of History Files; memo, Kelly to ASA(ILE), 8 Jun 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files.

³⁹ASA(ILE) Information Paper, 22 Oct 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; memo, Livingstone for the Secretary of the Army, 21 Oct 1991, *ibid*; memo, Col. Jesse Gatlin to Lt. Col. Joseph Alexander, 17 Oct 1991, Congressional Correspondence, ASA(ILE) Files.

⁴⁰Memo, Col. Maurice J. O'Brien, DAJA-KLC, to DAMO-ODP-KRTF, 21 Jun 1991, Kuwait Reconstruction: Miscellaneous Messages, #9, OACE Reference Files.

⁴¹Memo, Gatlin to Alexander; Info Briefing for Ms. Nancy Dorn, ASA(CW), 17 Dec 1991.

⁴²Thomas A. Duckenfield III, Assistant to General Counsel, HQDA, to Lt. Col. Ty Hughes, Chief Counsel, DRAO, 26 Jun 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files.

⁴³Memo, James A. King, Assistant to the Army General Counsel, for Lt. Col. Alexander, 17 Aug 1991, Kuwait Reconstruction, ASA(ILE) Files.

⁴⁴Memo, Brig. Gen. Witherspoon for Al Carton, 22 Jul 1991, Kuwait Reconstruction: Miscellaneous Messages, #9, OACE Reference Files; memo, Hatch for ASA(ILE) 26 Jul 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files.

⁴⁵Memo, Lt. Col. Michael Fisher for Lt. Col. Joe Alexander, 26 Jul 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files.

⁴⁶Memo, Allen M. Carton for ASA(ILE), 21 Aug 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; memo, Livingstone for SECDEFREP, 10 Sep 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files.

⁴⁷Memo, Dr. Ibrahim Al-Shaheen to Kelly, 26 Aug 1991, Jones Files.

⁴⁸Kelly, interv by author, 7 Sep 1991, pp. 37–41.

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⁵⁰ASA(ILE) Information Paper, 22 Oct 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; memo, Livingstone for the Secretary of the Army, 21 Oct 1991, *ibid*.

⁵¹DeWire interv, pp. 33–34; “Additional Information Concerning Kuwait,” encl. in memo, Nancy P. Dorn to Helen Delich Bentley, 28 Apr 1992, Kuwait Reconstruction: Contracting, Office of History Files.

⁵²Slana interv, p. 29; Locurcio, interv by author, 8 Sep 1991, pp. 60–61.

⁵³Memo, Kelly for ASA(ILE), 30 Apr 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; memo, Livingstone for SECDEFREP, 1 May 1991, *ibid*; Mary Allingham, “Kuwait Recovery Efforts Reach Damaged Schools,” *Engineer Update*, Jul 1991, p. 13; Urbine interv, pp. 29–30.

⁵⁴Townsend interv, p. 25; Urbine interv, pp. 31–32; Kaminsky interv, p. 11.

⁵⁵Lt. Col. Douglas Coffey, “Kuwaiti Students Enjoy First Day of School,” *Transatlantic News*, v. 6, no. 7, Aug–Sep 1991; Kelly, interv by author, 7 Sep 1991, pp. 73–74; memo, Michael P. W. Stone for the Secretary of Defense, 22 Aug 1991, Kuwait Reconstruction: General, ASA(ILE) Files. Contractors could not enter 6 of the 152 schools because of ordnance and the seventh school was one that the Ministry of Education decided not to reopen.

⁵⁶Kelly, interv by author, 7 Sep 1991, pp. 27–28; memo, Livingstone for SECDEFREP, 24 May 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; DRAO Biweekly Report, 17 Jul 1991.

⁵⁷Hess interv, p. 35; KERO, Fact Sheet, 31 May 1991, Infrastructure: DRAO Files.

⁵⁸Memo, Kelly for ASA(ILE), 12 May 1991, Kuwait Reconstruction: Contracting, Office of History Files; memo, Kelly for ASA(ILE), 15 May 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; DRAO Completion Report; Ltr, Brig. Gen. Eugene S. Witherspoon to Family Members, 13 Sep 1991, Jones Files.

⁵⁹DRAO Monthly Report, 1 Nov 1991; “Information Briefing for Ms. Nancy Dorn, ASA(CW),” 17 Dec 1991, Kuwait Reconstruction: TAD Briefings, Office of History Files.

⁶⁰DRAO Biweekly Report, 18 Jun 1991; DRAO Biweekly Report, 7 Jul 1991; DRAO Monthly Report, 1 Sep 1991.

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³Joan F. Kibler, "Corps to assist with Kuwait air base restoration," *Transatlantic News*, v. 6, no. 7, Aug–Sep 1991, p. 18; Joan F. Kibler, "Rising from the rubble in Kuwait," *Transatlantic News*, v. 8, no. 2, Feb 1993, p. 4; Col. David E. Peixotto, interv by author, Winchester, Virginia, 19 Aug 1991, pp. 3–4.

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⁷Memo, Kelly to Livingstone, 22 Apr 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; memo, Livingstone to Kelly, 25 Apr 1991, *ibid*.

⁸DRAO Biweekly Report, 1 Jun 1991; DRAO briefing for Lt. Gen. Henry Hatch, 2 Aug 1991, Subj: MOD Ongoing FMS Work; Nancy Dorn briefing, 17 Dec 1991.

⁹DRAO Biweekly Report, 18 Jun 1991; *ibid.*, 7 Jul 1991.

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¹¹Section 36(b)(1) of the Arms Control Export Act required that Congress be notified before initiating a Letter of Offer to sell construction services for over \$200 million. Congress had 30 days to accept or reject the proposed foreign military sales case. Moreover, the Defense Security Assistance Agency (DSAA) had agreed to provide Congress with 20 days advance notice before formally submitting a foreign military sales case under Section 36. If Congress had not objected to the proposed sale after 30 days, the DSAA Comptroller would countersign the Letter of Offer. Then the appropriate DOD component could forward the original signed agreement to the prospective purchaser for signature. David L. Chambers, Information Paper, Subj: History of the Phase I FMS

case, 7 Aug 1991, Kuwait Reconstruction: Kuwait FMS Case, Office of History Files; David L. Chambers, 14 May 1991, Memorandum of Briefings for DSAA and ASA(ILE), FMS MOD: DRAO Files.

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¹³Chambers, Information Paper, 7 Aug 1991; memo, Kelly to Livingstone, 20 May 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files.

¹⁴Capt. Steven V. Mathews, Memorandum For Record, 22 May 1991, FMS MOD, DRAO Files.

¹⁵Capt. Robert F. Kiesling, Memorandum For Record, 26 May 1991, FMS MOD, DRAO Files; Chambers, Information Paper, 7 Aug 1991.

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¹⁸Memo, Capt. Kiesling (draft) for Lt. Col. Joseph Alexander, 18 Jun 1991, Kuwait Reconstruction: FMS, ASA(ILE) Files; memo, Kelly to ASA(ILE), 17 Jun 1991, Kuwait Reconstruction: Phase I FMS Case, Jones Files; Chambers, Information Paper, 7 Aug 1991.

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²⁰Ibid.

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²⁴DRAO Biweekly Report, 17 Jul 1991.

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²⁶Memo, Kelly to ASA(ILE), 23 Jul 1991, Kuwait Reconstruction: Contracting, ASA(ILE) Files; Peixotto interv, pp. 33–34; Capt. Robert F. Kiesling, interv by author, Kuwait City, 12 Sep 1991, p. 10.

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²⁸Memo, Livingstone for SECDEFREP, 26 Jul 1991, Kuwait Reconstruction: Miscellaneous Messages, #9, OACE Reference Files; Peixotto interv, pp. 9–10.

²⁹Memo, Kelly for ASA(ILE), 7 Aug 1991, Kuwait Reconstruction: FMS, ASA(ILE) Files.

³⁰DRAO Monthly Report, 31 Aug 1991.

³¹Kiesling interv, pp. 15–21; Peixotto interv, p. 17.

³²Chambers, Memorandum For Record, Subj: FMS Case KU–B–HAQ, 12 Aug 1991, Kuwait Reconstruction, Office of History Files; DeWire interv, pp. 23–25; Peixotto interv, p. 15.

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³⁴DRAO Monthly Report, 31 Aug 1991.

³⁵DRAO Monthly Report, 31 Aug 1991; *ibid.*, 31 Oct 1991.

³⁶Memo, Kelly for the Secretary of the Army, 24 Oct 1991, Kuwait Reconstruction: Miscellaneous Messages, #10, OACE Reference Files; “U.S. Corps Wins Air Bases Project,” *New Arabia*, 15 Aug 1991.

³⁷Memo, Kelly for the Secretary of the Army, 7 Nov 1991, Kuwait Reconstruction: Miscellaneous Messages, #10, OACE Reference Files.

³⁸Memo, Kelly to ASA(ILE), 14 Nov 1991, *ibid.*

³⁹Alexander interv, pp. 29–31.

⁴⁰Memo, SECDEFREP for ASA(ILE), 20 Nov 1991, Kuwait Reconstruction: FMS, ASA(ILE) Files.

⁴¹Peixotto interv, pp. 3, 8–11, 14. Peixotto also commanded the Kuwait Emergency Recovery Office until it closed following the completion of the civil reconstruction program.

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⁴³Memo, Lt. Col. Alexander for Livingstone, 21 Nov 1991 Kuwait Reconstruction: FMS, ASA(ILE) Files; memo, Maj. Gen. Peter J. Offringa to Lt. Gen. Hatch, 18 Dec 1991, Kuwait Reconstruction: Miscellaneous, Jones Files.

⁴⁴“Contracts awarded for two Kuwait air bases,” *Transatlantic News*, v. 7, no. 1, Jan 1992, p. 1; Joan F. Kibler, “Destroyed Kuwaiti air base rebuilt,” *Engineer Update*, v. 17, no. 4, Apr 1993, p. 4; memo, John Jones, 21 Jan 1991, Kuwait Reconstruction: Miscellaneous, Jones Files; Kibler, “Rising from the rubble,” pp. 5–10; Information Briefing, “Kuwait Emergency Recovery and Kuwait Ministry of Defence programs,” 25 Jun 1992, Jones Files.

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⁵Memo, Nancy P. Dorn for Chief of Engineers, 10 Dec 1991, Subj: Guidance on Corps of Engineers International Activities, Kuwait Reconstruction: Policy Guidance/Authorities, Fisher Files.

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